



**COUNTY OF LOS ANGELES  
OFFICE OF AFFIRMATIVE ACTION COMPLIANCE**

KENNETH HAHN HALL OF ADMINISTRATION  
500 WEST TEMPLE STREET, ROOM 780  
LOS ANGELES, CALIFORNIA 90012  
(213) 974-1080 / FAX (213) 626-7034  
TTY (213) 974-0911  
[HTTP://OAAC.CO.LA.CA.US](http://OAAC.CO.LA.CA.US)

MEMBERS OF THE BOARD  
GLORIA MOLINA  
YVONNE B. BURKE  
ZEV YAROSLAVSKY  
DON KNABE  
MICHAEL D. ANTONOVICH

DENNIS A. TAFOYA  
DIRECTOR

July 18, 2006

To: Department Heads

From: Dennis A. Tafoya  
Director

A handwritten signature in black ink, appearing to read "Dennis A. Tafoya", is written over the printed name and title.

Subject: **OAAC REVIEW OF PROPOSED DISCIPLINE  
INVOLVING EMPLOYMENT DISCRIMINATION**

In December of 2000 the Board of Supervisors instructed the Director of Personnel and me to remind all department heads of your responsibility to comply with all provisions of the County's Employment Discrimination Complaint Process (Attachment). In addition we reminded you that departments are required to review all proposed disciplinary actions involving employment discrimination policy violations with OAAC staff, prior to the imposition of discipline. It has come to my attention that departments are not complying with this requirement.

Therefore, as a reminder, I am requesting that you communicate to your respective staff the requirement to submit proposed disciplinary action involving employment discrimination, to my staff for review prior to imposition. This will ensure that we meet the Board's expectation that appropriate discipline is meted out to employees who violate the County's Non-Discrimination Policies.

I greatly appreciate your cooperation in complying with this requirement. If you require additional information concerning this requirement, please contact me at (213) 974-1080, or have your staff contact Marcus V. Castro, Chief Deputy of my staff, at (213) 974-1087.

DAT:MVC:HH:CCO:el  
G:\0-DENNIS\discipline policy memo.doc

Attachment

c: Each Supervisor  
Chief Administrative Officer  
Director of Personnel



# COUNTY OF LOS ANGELES DEPARTMENT OF HUMAN RESOURCES

579 KENNETH HAHN HALL OF ADMINISTRATION/LOS ANGELES, CALIFORNIA 90012  
(213) 974-2406 FAX (213) 621-0387

**MICHAEL J. HENRY**  
DIRECTOR OF PERSONNEL

ASSISTANT DIRECTORS  
TRAVIS J HOWLAND  
SUSAN TOY STERN

December 29, 2000

To: All Department Heads

From: Michael J. Henry *Mike*  
Director of Personnel

Dennis A. Tafoya, Director *Dennis A. Tafoya*  
Affirmative Action Compliance Office

Subject: **EMPLOYMENT DISCRIMINATION COMPLAINTS**

On December 19, 2000, the Board of Supervisors instructed us to remind you that all departments are required to comply with the Employment Discrimination Complaint Process developed by the Office of Affirmative Action Compliance (OAAC) and any future revisions.

## **CURRENT OAAC DISCRIMINATION COMPLAINT PROCESS**

The OAAC's current process, previously transmitted to you, requires that once a department becomes aware of a harassment, discrimination, or retaliation complaint, a timely, thorough, and appropriate investigation of the complaint must be completed and a final report of investigative findings submitted to OAAC. In addition, departments are required to review all proposed disciplinary actions regarding alleged harassment, discrimination, or retaliation with OAAC staff, prior to the imposition of such discipline.

## **NEW PROCEDURES**

The OAAC is finalizing and, in January 2001, will be submitting to the Board for approval a new Employment Discrimination Complaint Process, listing mandatory investigation and reporting procedures, to be followed by all departmental staff responsible for conducting employment discrimination investigations. Once approved, this document will be distributed to all departments by the OAAC.

Furthermore, the OAAC will be assessing the knowledge and proficiency of staff assigned by departments to conduct employment discrimination investigations and will be developing an Employment Discrimination Investigation Certification Program to provide training and certification on those aspects critical to employment discrimination investigations.

All Department Heads  
December 29, 2000  
Page 2

County Counsel will also be developing a communication protocol to ensure all affected departments are informed of claims, actions, and resolutions relating to alleged harassment, discrimination, and retaliation.

#### **NEW MANAGEMENT APPRAISAL AND PERFORMANCE PLAN (MAPP) FUNDAMENTAL EXPECTATION**

The Board instructed that compliance with the County's Employment Discrimination Complaint Process be incorporated in each manager's annual (MAPP) evaluation. Therefore, please include compliance with the OAAC Employment Discrimination Complaint process in each of your manager's Fundamental Expectations Performance Dimension.

#### **EVALUATION OF DISCIPLINARY GUIDELINES, SKELLY HEARINGS, AND DISCIPLINARY ACTIONS**

The Board also instructed each department, by February 1, 2001, to:

- Evaluate current disciplinary guidelines regarding harassment, discrimination, and retaliation matters in consultation with County Counsel; including management's roles and responsibilities in grievances and Skelly Hearings relating to disciplinary action.
- Ensure that managers understand their roles and responsibilities in grievances and Skelly Hearings relating to disciplinary action, read all pertinent documentation regarding each proposed disciplinary action, and consult with appropriate personnel as part of their decision-making processes.

If you require additional information, you may contact either of us, or your staff may call Hayward Harris, Jr., Senior Deputy Affirmative Action Compliance Officer at (213) 974-1385 or Steven Hill, Principal Analyst, Human Resources, at (213) 974-2519.

MJH:DAT  
SBH:ck

c: Each Supervisor  
Administrative Deputies  
Personnel Officers